

Marketing guidelines to meet Competitions and Markets Authority (CMA) obligations

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This version includes illustrative examples for using CMA within the UG prospectus, other channels such as web CRM will be developed once the prospectus has been approved. The next edition of guidelines will include updated examples from central marketing channels as they are implemented.

Please note that these are guidelines and they should be read in conjunction with the formal CMA guidance available here: www.warwick.ac.uk/services/aro/cpl

All departments producing content for prospective students are responsible for ensuring that content is CMA compliant. The University Marketing team is not able to check content for CMA compliance.

Date: April 2016

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Introduction

Guidance received from Competitions and Market Authority (CMA) requests that HE institutions address a number of areas so information aimed at prospective students is readily accessible, accurate and consistent. Potential students should have access to a wide range of information which will help them to make their decision of where to study with full, consistent and timely information.

The Academic Registrar's Office (ARO) has published detailed information about the legislation and our responsibilities which can be found at warwick.ac.uk/services/aro/cpl

Please check that you are using the latest information available by checking the online version of this document and other sources referenced within.

Extract from webpages (correct at 8 March 2016): Responsibilities of Departments and Staff

All staff have a responsibility to comply with consumer protection law as it applies to universities. Consumer protection legislation has applied to the HE sector for some time, however recently-issued guidance from the Competition and Markets Authority means that considerable focus is trained on HEIs' practice. The CMA is monitoring universities' progress towards compliance with legislative provision. All staff should understand the provisions of the legislation and specifically the impact upon their area of work to ensure that appropriate account is taken. These web pages are intended to support colleagues' understanding and preparedness.

Contents

- [How does consumer protection legislation apply to universities and what does it cover?](#)
- [What does it mean for me?](#)
- [Current Students](#)
- [Complaints Handling](#)
- [Recruitment and Open Day activities](#)
- [What has Warwick already done to ensure compliance with CMA Guidance?](#)

The webpages should be checked for the most up-to-date information.

Marketing communications to prospective students, using these guidelines

This document details the processes currently in place to ensure centrally-managed marketing and marketing communications conform to consumer law obligations under CMA legislation. It includes guidance on how we communicate with prospective students through application, offer, acceptance and enrolment stages.

These guidelines, taken from centrally-led best practice, form part of the toolkit to help departments create their own marketing materials. This CMA information should be considered as part of any marketing collateral or campaign planning to prospective students. The toolkit for meeting our CMA obligations currently consists of:

- CMA information published by [ARO](#)
- Brand guidelines and Writing at Warwick (tone of voice and writing guidelines) published on the External Affairs webpages: warwick.ac.uk/brand
- University Marketing guidelines to meet CMA requirements for marketing materials aimed at prospective students (this document) – **will be published online**

Other channel specific guidelines and policies are referenced within channel information (section 5)

CMA overview of requirements

The ARO webpages detail the CMA requirements within the '[Implications section](#)' across all sections:

1. Course information
2. Total course costs
3. Regulations
4. Complaints

This information should be reviewed to ensure all communications are provided in a clear, unambiguous, and timely framework to all potential students.

The emphasis is on providing complete information to help prospective students make choices which includes not omitting relevant information.

Where information cannot be confirmed due to print lead times (ie with the prospectus), the timeframe of the information being accurate and further source(s) for timely and updated information should be made clear.

1. What information needs to be included for prospective students?

From a marketing perspective:

- Retain the brand across all communications
- Meet our legal obligations so that we are authentic with technically correct information
- Use the existing clear position on how we communicate within our writing guidelines
- Omitting relevant information is not acceptable under CMA guidelines

Any materials aimed at prospective students, directly or indirectly need to provide clear, consistent and full information about what students can expect from their experience at Warwick.

Not all this information can be contained in printed literature - sources to online content should be used wherever possible with links clearly signposted to the information. ITS can provide support and advice on setting up short URLs (go addresses) to make this information clearer in print:

go.warwick.ac.uk.

2. Writing at Warwick guidelines

The Writing at Warwick guidance consists of tone of voice and house style guidelines for Warwick Marketing Communications.

We recommend a consistent approach to writing marketing content. This helps us communicate to our audiences in an effective style that's underpinned by the principles behind our University's brand. We need to be able to reference and evidence any claims made, regardless of the tone and language used.

Our current guidance for marketing communications states:

'The document has been created in line with the refresh of the University brand, and recommends a use of language that's clear and concise. It emphasises that real-life examples and evidence must

support what we say about ourselves. If we get the opportunity, we should also feature authentic voices from our community, such as those found in our Warwick student blogs.'

When writing copy for prospective students please make sure you're familiar with Competition and Markets Authority (CMA) requirements (March 2015). The requirements mean we have to provide prospective students with consistent, accurate and timely information. Full information can be found on the ARO webpages: warwick.ac.uk/services/aro/cpl

3. Information provision to vulnerable groups

The University is committed to making sure that the needs of our staff and students can be accommodated wherever practical. The following information is currently available across departments:

Accessibility for digital communications

Accessible websites can be used successfully by people with visual, aural or physical disabilities. Making a website accessible to people with disabilities, helps make a website more usable by everyone. There is also a legal requirement to provide information in a form that's accessible to all users. Websites built in Sitebuilder already have the functionality to meet a number of these requirements but some elements require input from the site owner, e.g. in the use of alt-tagging for images. More information and guidance on adding content is available at warwick.ac.uk/accessibility

Disability support

The University provides information for prospective students and students. These webpages outline the duties and options available to staff and students with disabilities in seeking support or adjustments to their working and studying environment. Warwick.ac.uk/disability

In the UG prospectus, contact details (via a resource account) are provided for people to request the prospectus in alternative formats.

The Disability Support Services team contacts applicants separately from the admissions process to discuss any support requirements that might be in place, and have the direct conversation with applicants about whether the solutions we can offer are appropriate.

4. Key information specific to University of Warwick materials

This will include decisions and information provided by steering group ie

The KIS widget will be retained (this is a legal requirement). Key information that currently only appears in the widget will also appear elsewhere. The owner of the information is SROAS.

The essential information that is sent to offer holders has currently been added to the study pages using similar format to those letters. This information is predominantly from the prospectus (entry requirements, course fees.

Departments should detail all entry requirements for prospective students including any information about non-academic requirements ie interviews

The areas outstanding are:

- *Do Access Courses count as non-academic? We detail entry requirements in the prospectus.*
- *Additional costs for courses is being looked at by the CMA Working group (there is nothing about this online currently) as a two-stage process:*
 - *Generic additional costs (a statement with examples) will sit on study pages (LH has drafted this content 3/3/16)*
 - *Department driven additional cost information to sit (and be owned) by departments (LH developing this via RWS) longer term requirement.*
- *Best practice for module tab webpage disclaimer content (where information cannot be guaranteed) – AH following up with legal/ Louise Hasler*
- *Video and Student blog disclaimer being updated (again with legal)*
- *Terms and conditions used for prospective students across all channels and departments should be consistent*

5. Marketing channels

University Marketing has considered how the different channels and activities need to be reviewed to meet CMA requirements. Illustrative and intended changes are included and referenced across these channels to demonstrate how departments can make changes to their own channels. This is not exhaustive and will continue to be developed. The examples included demonstrate University Marketing implementation, departments should use these guidelines alongside the ARO web information and other relevant guidelines to inform their own channel development.

Printed Communications

UG Prospectus

The 2017 UG Prospectus is the first live channel production working to CMA legislation requirements. The information and understanding learned from the production of this is also driving changes to other University Marketing channels.

The key changes for 2017 UG prospectus

- Course descriptions provide a distinction to committed information and illustrative examples for areas such as optional modules.
- Course fees are stated for the year students will start their UG degree at Warwick (2017-18). Previously, the prospectus has only included fees for the current intake.
- Additional costs for activities not included within course fees are also highlighted at a non-course level. For example, the cost of International Orientation week will be included within the published details.
- Disclaimer updated to provide clear information streams and when information is updated / published

As with the previous prospectus, we continue to evidence claims in headlines within the copy of each spread. For more detail, please see the Writing at Warwick guidelines in section 2.



Example spreads from UG Prospectus 2017-18. The headlines are evidenced with accurate information.

Best practice summary

- Link information to webpages for more in-depth and up-to-date information, use go addresses where possible.
- Use resource accounts for contact details rather than individuals' contact details.
- If there is doubt about future information changing, ensure it is clear whether the information is illustrative or committed. For illustrative content, information based on current knowledge should be used.

Other printed materials

University Marketing are not responsible for department brochures and other literature produced for prospective UG students.

We can offer advice and guidance on how departments can ensure literature meets CMA requirements. Initial requests should be directed through marketing@warwick.ac.uk

Best practice summary

- Link information to webpages for more in-depth and up-to-date information, use go addresses where possible.
- Use resource accounts for contact details rather than individuals' contact details.
- If there is doubt about future information changing, ensure it is clear whether the information is illustrative or committed. For illustrative content, information based on current knowledge should be used.
- Use the Writing at Warwick and Brand guidelines

Please contact marketing@warwick.ac.uk in the first instance.

Digital Communications

Central University Marketing are responsible for maintaining and updating a number of central webpages and information.

The Digital and Online Communications team currently ensure that these sections of the website are updated in line with our CMA obligations. The following information provides support to departments responsible for areas of the Warwick website.

Departmental sites

Content on departmental sites, especially homepages should be clear, timely and relevant:

- Claims should be evidenced (see writing at Warwick guidelines)
- Clear links should be made to more detailed information. This is particularly relevant when the department is not responsible for the origination of the content – i.e. if a departmental site mentions campus accommodation or student finance, a link should be made to that department's information for consistency and accuracy.
- Content should be accessible to the relevant audiences; areas of websites may need to be protected or access limited for a number of reasons but if the information is relevant to prospective students, please ensure there are no view restrictions to these pages so the content is open and visible.
- Information should be updated whenever changes may significantly affect the overall content. Departments should have their own processes in place to update and make changes to their website.

Study pages

The digital team within University Marketing will update each course page (under warwick.ac.uk/study) once the printed UG prospectus content is approved to detail the following information:

- Entry requirements (academic)
- List of some modules (this content will be taken from departmental websites. Under CMA obligations, this content cannot be covered by a generic disclaimer. Departments retain responsibility for the accuracy of this information)
- How students will learn/be assessed
- Employability information

Key changes to study pages

- An appropriate disclaimer for use on these pages is being developed and will be shared with departments once approved.
- The additional information requirements for these pages will be included within tabs. Some information will be held as 'essential information' due to Sitebuilder limitations of six tabs.
- An 'Essential Information' link will be added to the 'Quick Links' section of UG study pages. This will be consistent across all channels where appropriate.
- Information currently included within the KIS widget links will be included on Warwick webpages.
- Images and videos will be removed from pages if the academic featured no longer teaches or if a student has left unless the content makes the timeframe very clear as a short-term solution until new assets can be found.

Best practice summary

- Ensure all information is up to date and, where linking off to other websites, links to open areas not locked down spaces
- Audio-visual content ie video, should focus on those who have an involvement with UG teaching/study – out of date content should be removed or clearly labelled
- These course pages hold a lot of information – ensure that factual essential information is easy to find and navigate to on the page.

Webpages (non study)

Information already provided as best practice

Content on all webpages should be clear, timely and relevant:

- Claims should be evidenced (see Writing at Warwick guidelines)
- Clear links should be made to more detailed information. This is particularly relevant when the department is not responsible for the origination of the content ie if a department site mentions campus accommodation or student finance, a link should be made to that department's information for consistency and accuracy.
- Content should be accessible to the relevant audiences; areas of websites may need to be protected or access limited for a number of reasons but if the information is relevant to prospective students, please ensure there are no view restrictions to these pages so the content is open and visible.
- Information should be updated whenever changes may significantly affect the overall content. Departments should have their own processes in place to update and make changes to their website.

Links to more information for the [digital and online communications team](#) can be found under the [External Affairs](#) webpages.

Social Media

Information already provided as best practice

Within the social media webpages, there is extensive information on using social media in an official University of Warwick capacity including the current framework and policy information, some of the links are included below:

[Monitoring and responding to incoming messages](#)

[Social media guidelines](#)

[Social media policy](#)

The general advice on giving prospective and current students consistent, full and relevant information should be followed, using links to information to provide more details to students and answering queries within the social media channels.

Best practice summary

- If you get asked a question you don't know the answer to, do ask someone more knowledgeable if you can, and refer enquirers to specific services where you know specialist knowledge or expertise resides.

- Talk about current conditions affecting courses of study, rather than speculating about the future.
- Be careful to describe provision, services, experiences, in a tone and using vocabulary which is clearly rooted in evidence that is available for applicants to look at e.g. linking through to relevant webpages. You should try to answer questions in a factual way.
- Don't risk misleading people by omission. Don't leave things out, such as hidden course costs.
- Be clear about whether your social media account is administered by the institution or by students. Any student-run accounts should be referred to as providing a personal account of current students' experiences.

Anyone managing official University social media accounts should be following the [social media good practice guide](#), this has been updated to reflect key changes and to be compliant with Competition and Markets Authority guidance.

CRM emails

Information already provided as best practice

CRM emails are sent to prospective students via the University Marketing CRM team.

CRM emails form part of an effective marketing campaign to prospective students but do not replace the provision of official admissions instruction. Emails should be clear and straightforward in their intention and clearly identify any calls to action.

CRM emails are designed to provide information to prospective students that encourage them to consider and/or select Warwick as their primary university of choice.

As with all marketing channels, content should be in line with the Warwick brand and is CMA compliant. As per the Writing at Warwick guidelines, when creating content for CRM emails all statements such as 'world-leading teaching' or 'cutting-edge facilities' need to be evidenced with real examples, for example league table positions, expert opinions and evidence. If content is about employability the content could include quotes from employers, examples of real Warwick graduate destinations etc.

Key changes

Content within CRM emails should be either committed (confirmed that this is the actual experience students would receive during their degree) or illustrative (examples of current activity with links to where accurate content will be available (and when)). We cannot rely on disclaimer copy to cover changes to courses, fees, locations or other information relating to studying at Warwick.

To ensure we provide comprehensive information to prospective students, clear links for information must be included.

A link to the 'Quick Links' section of UG study pages will be included in the footer of emails which will include 'Essential Information'. This will be consistent across all channels where appropriate and links to academic departments, Library, Students' Union, Sports facilities, Postgraduate study, Professional development, International students and Terms & Conditions.

All CRM communications sent out should consider both the time in the cycle and the application status of the prospects receiving it. We need to ensure that we are providing any guidance/facts in a timely manner so that the prospect has the information they need before any decision is made. Although CRM communications such as the monthly newsletter may provide information about the

University post application/offer/acceptor phase for some prospects we must not provide any information that contradicts that which is available online or in the printed prospectus.

Archive of CRM communications

Options were considered to allow the CRM system to store archived versions of all emails sent to students who are made an offer, from the initial offer email onwards, ensuring we balance requirements for both the CMA and Data Protection Act.

A system has been set up to allow the archiving of static snapshots of all individual CRM mails to be retained for five years following graduation. For enrolled students this information will be accompanied by all personal data obtained about the student, all other CRM communications (to non-enrolled students) will be retained but anonymised.

More information [about Marketing CRM](#) is available within the [External Affairs](#) webpages.

Best practice summary

- Trackable links to email content, using go addresses where possible
- Use CRM technology to ensure content is relevant, unambiguous and bespoke ie information should directly respond to the applicants status.
- All CRM communications sent out should consider both the time in the cycle and the application status of the prospects receiving it.

Digital Signage

The primary objective of digital screens communications is to reinforce messages that audiences will see across other channels.

Messages should be consistent, timely and not 'over promise'; images should give a balanced view of the campus and claims should be evidence-based/attributed where feasible, reflecting the writing guidance.

E.g. Content for Open Days should provide a range of information and act as a signpost to further information as well as physical signposting to events and schedules. Departments are encouraged to display the full set of images rather than selecting a few that might not give prospective students a full picture.

Best practice summary

- Include a clear call to action – link information to webpages with short URLs or hashtags for social media
- Reinforce messages used across other channels

More information on digital signage guidelines is available here:

www.warwick.ac.uk/digitalsignageguidelines

Video

Key changes being updated by UM team by February 2016:

- Reviewing existing video to ensure that staff included in recruitment-focused videos are either still at the institution involved in UG experience or the video is clearly labelled – i.e. 'this was filmed in academic year 15/16'

- Check all content of recruitment-focused videos – do the statements include still apply? If not, they will need to be re-edited or removed. List to be compiled so priorities can be established
- Check content going forwards on an annual basis to ensure relevance
- Brief template for new video requests will be updated to reference CMA obligations, new staff will be trained on CMA requirements from a content and usability perspective
- *Video disclaimer to appear next to video content being updated (with legal for approval)*

Best practice summary

Video content should follow our best practice guidelines for content:

- Content should be consistent, timely and authentic
- Any claims should be referenced and evidenced

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Blogs (Student and department)

The University Marketing Digital and Online Communications team is responsible for publishing student blogs.

Our Student Blogs are all written by current students, working and often living on campus. We don't edit the posts or tell our bloggers what to say. These are their thoughts, opinions and insights and hopefully that comes across in their own words.

Key changes

- Each of the bloggers is paid by the University for their blogs, this will be referenced in the footer of each blog page, rather than just from the homepage of the blogs site.
- Descriptions on each of the bloggers' pages make this transparent. This supports departments which may want to link to particular blogs within their content.
- Each of the bloggers will be asked to read supplied information on CMA and this will be referenced in the terms and conditions that they sign before starting to write blogs.
- Bloggers receive a terms and conditions document when they sign up to write a blog. This will be updated to incorporate information about the CMA and to outline that they should focus on their experiences and not generalise. The team will update this document for the new year.
- *Student blog disclaimer to appear on webpages being updated (with legal for approval)*

Using external agencies/suppliers

When third parties such as agencies, media companies etc. are engaged in projects or campaigns on behalf of the University. The commissioner (ie department or person who has engaged the supplier) is responsible for ensuring that materials (printed brochures, digital adverts or adverts) are in line with our overall brand guidelines and meet other legislative requirements, including the CMA compliance information provided here.

Examples of scenarios are included below to support how this works in practice. Departments should continue to consult with the University Marketing team for ongoing queries and support via the marketing resource account in the first instance (marketing@warwick.ac.uk).

- A media buying agency might come up with content to stimulate ideas for a proposed campaign. As with all interactions with agencies, the department who has commissioned the project is the client and is therefore responsible for the overall approval and sign-off of content and messages as well as visual content
- A creative agency supplies concepts with copy included in it; again, the department should be fine-tuning the message and content and signing off as the client.

To support this further, once a supplier procurement exercise has been completed by the Purchasing Office (expected end of 2016), University Marketing will be able to have more insight and management of our supplier base to support the overall network management in terms of sharing guidelines, legislative requirements and best practice. The overall responsibility will continue to sit with commissioning departments.

Recruitment and Open Day activities

Information provided by SROAS:

Any staff representing Warwick at an event or any staff delivering a presentation is responsible for ensuring that the information they are providing is accurate. As with all marketing channels, content should be in line with the Warwick brand and be CMA compliant. As per the Writing at Warwick guidelines, when creating content all statements such as ‘world leading teaching’ or ‘cutting edge facilities’ need to be evidenced with real examples, for example league tables positions, expert opinions and evidence.

If you are asked questions you cannot immediately answer, please refer enquirers to our website or where you know specialist knowledge or expertise resides. If you don’t know who to contact the best resource is: studentrecruitment@warwick.ac.uk.

Student Ambassadors

Student ambassadors, who make a substantial contribution to marketing and recruitment activity, should be encouraged to speak from personal experience, e.g. ‘when I studied this module it was like this....’, rather than ‘this module is taught in this way’ which might imply a generic and enduring experience which cannot be guaranteed. Student ambassadors should be encouraged to discuss current conditions affecting courses of study rather than speculate about the future, e.g. ‘Currently, core contact hours for this course are 10 per week with typical combinations of optional modules giving you a total of 14-18 contact hours per week’, rather than ‘If you take this course you will have 20 contact hours per week’.

For more information please visit: www.warwick.ac.uk/services/aro/cpl/recruitment/

6. Essential information

There is a need to make information around the University’s regulations and complaints procedures more visible and accessible to both prospective and current students.

Links to this information should be included, appropriately, across all channels.

Essential information (also termed ‘Material Information’ within CMA literature) is likely to cover terms, complaints, additional fees etc. Some of this information will be provided by central departments (i.e. Student Finance), others will be course specific. The Digital Marketing team is reviewing requirements and an implementation plan.

This information needs to be consistently addressed in all communications to prospective students and will include decisions and information provided by steering group.

The KIS widget will be retained (this is a legal requirement). Key information that currently only appears in the widget will also appear elsewhere. The owner of the information is SROAS.

The essential information that is sent to offer holders has currently been added to the study pages using similar format to those letters. This information is predominantly from the prospectus (entry requirements, course fees.

The areas outstanding are:

- *Non-academic entry requirements*
- *Do Access Courses count as non-academic? We detail entry requirements in the prospectus.*
- *Additional costs for courses is being looked at by the CMA Working group (there is nothing about this online currently) as a two-stage process:*
- *Generic additional costs (a statement with examples) will sit on study pages (LH has drafted this content 3/3/16)*
- *Department driven additional cost information to sit (and be owned) by departments (LH developing this via RWS) longer term requirement.*
- *Best practice for module tab webpage disclaimer content (where information cannot be guaranteed) – AH following up with legal/ Louise Hasler*
- *Video and Student blog disclaimer being updated (again with legal)*
- *Terms and conditions used for prospective students across all channels and departments should be consistent*

7. University Regulations

Governance and Assurance Services is responsible for University regulations. These are currently held at: www.warwick.ac.uk/services/gov/calendar/section2/regulations

This section sits under 'University Calendar'.

This information needs to be consistent across all channels / touchpoints

How to signpost www.warwick.ac.uk/services/aro/cpl/implications/#terms

8. Complaints procedure

Governance and Assurance Services is responsible for the University Complaints and Feedback Procedure. These are currently held:

www.warwick.ac.uk/services/feedbackcomplaints

(There is not a direct link from the Governance homepage to complaints but this appears in search and A-Z)

ARO information at: www.warwick.ac.uk/services/aro/cpl/complaints

This information needs to be consistent across all channels / touchpoints

9. Archive and access to materials

To support the CMA legislation, the University is required to archive communications with prospective students so we can demonstrate and access what information was provided to which groups at a specific time.

- In terms of 'contract', students form a contract with the university at the point they are made an offer

- All communications should be retained for a minimum of six years
- How DPA works with CMA
- All channel owners need to input
- Assume archive required forever
- Accessibility and tracking of communications sent to prospective students.
- Steer from working group (six years after contract starts)
- Sitebuilder can keep the most recent 50 edits to a page as standard. For pages that have had more than 50 edits, an alternative archiving process is being explored.

10. Checklist for developing marketing materials compliant with CMA

In terms of ongoing production for marketing materials aimed at prospective students, we have created a checklist for departments to use to ensure they are meeting CMA obligations:

- *Have we ensured the latest version of guidelines is being used for each campaign/activity?*
- *Is the information provided clear and consistent across platforms?*
- *Does the information appear across print and digital platforms?*
- *Have we considered the relevance of this CMA information within our initial brief?*
- *Is the information relevant? Just because information hasn't previously been included for prospective students, doesn't mean it should continue to be excluded.*
Examples of information not previously supplied to prospective students might be additional costs for field trips, lab or equipment hire, expected self-study time and contact hours.
- *How will we update prospective students if there has been a change to a module or other information which may impact their choice (relevant to marketing or not?)*
- *How will we cover areas where we don't know absolutely what the situation might be in 20 months i.e. fees, accommodation costs, contact staff...?*
- *Are there clear links for more information about the content (for printed and digital communications)?*
- *Have we taken account of information provision to vulnerable groups? Is the content accessible and in line with University policy?*
- *Is the information stored and archived in line with DPA and CMA?*
- *Have we included clear links for prospective students to review the University regulations and provision for complaints?*

11. Further information and reading

Academic Registrar's Office (ARO) updated information: www2.warwick.ac.uk/services/aro/cpl
CMA documentation: www.gov.uk/cma-cases/consumer-protection-review-of-higher-education
Warwick brand (including writing style and guidelines) warwick.ac.uk/brand

12. Glossary

List of terms and departments referenced within this document:

Competitions and Markets Authority (CMA)

Competitions and Markets Authority (successor to the Office for Fair Trading) an independent non-ministerial department. www.gov.uk/cma

Academic Registrar's Office (ARO)

The Academic Registrar's Office is responsible for a critical set of University services supporting the whole student journey.

The Academic Registrar has a broad range of responsibilities and oversees the following offices:

Academic Office, The Office for Global Engagement, Research and Impact Services, The Student Recruitment, Outreach and Admissions Service (SROAS), Student Careers and Skills (SCS) and Teaching Quality.

The information they have collated for CMA is published here: warwick.ac.uk/services/aro/cpl

The Student Recruitment, Outreach and Admissions Service (SROAS)

SROAS provides integrated student recruitment service across home and overseas markets to deliver on- and off-campus student recruitment activities.

University Marketing (UM)

University Marketing provides strategic marketing leadership for the University; ensuring that marketing enables University strategy.

The purpose of the University Marketing team is to establish and develop a market orientated approach for the University: that is to develop and project brand in support of reputation and income generation; create an understanding of the needs and wants of our different markets and stakeholders and ensure that we meet those needs through the development of the right products and experience; and effectively communicate this to our markets/stakeholders.

www.warwick.ac.uk/services/externalaffairs/marketing/

marketing@warwick.ac.uk

Delivery Assurance and Resolution Service

Responsible for policy development and providing management assurance in a number of areas including safeguarding overseeing the University's framework for feedback and complaints as well as student discipline.